Leadership

Objectives

- Describe different types of team leaders
- Describe roles and responsibilities of an effective team leader
- Describe the leader's role in resource management
- Describe the delegation process
- Describe strategies for team leaders to include briefs, huddles, and debriefs
- Describe how effective team leaders facilitate conflict resolution
- Identify the barriers, tools, strategies, and outcomes of leadership

Framework

Team Leader

Two types of leaders:

- **Designated** – The person assigned to lead and organize a designated core team, establish clear goals, and facilitate open communication and teamwork among team members

- **Situational** – Any team member who has the skills to manage the situation-at-hand

Effective Team Leaders

- Organize the team

- Articulate clear goals

- Make decisions through collective input of members

- Empower members to speak up and challenge, when appropriate

- Actively promote and facilitate good teamwork

- Skillful at conflict resolution

Resource Management is…

A strategy for achieving workload balance within and across teams in a unit

- ◦ Refers to people, knowledge or information, materials and time that can be drawn upon to accomplish a task

- ◦ Goal is to prevent work overload situations that compromise situation awareness and increase the risk of error

Delegation

- Method of re-distributing tasks or assignments

- Process includes 4 steps:
  - Decide what to delegate
  - Decide to whom to delegate
  - Communicate clear expectations
  - Request feedback

Promoting & Modeling Teamwork

Effective leaders cultivate desired team behaviors and skills through:

◦ Open sharing of information

◦ Role modeling and effectively cueing team members to employ prescribed teamwork behaviors and skills

◦ Constructive and timely feedback

◦ Facilitation of briefs, huddles, debriefs, and conflict resolution

Exercise: Leadership

INSTRUCTIONS:

1. Begin by selecting a leader and scribe for your group.

2. The group will have ten minutes to address the questions, record your answers, and report back to the group at large.

Team Events

- Briefs – planning
- Huddles – problem solving
- Debriefs – process improvement

Leaders are responsible to assemble the team and facilitate team events

But remember…

Anyone can request a brief, huddle, or debrief

Briefs

Planning

◦ Form the team

◦ Designate team roles and responsibilities

◦ Establish climate and goals

◦ Engage team in short and long-term planning

Planning Essentials for Teams

- Leader usually initiates the planning process

- Team members are included in the planning process

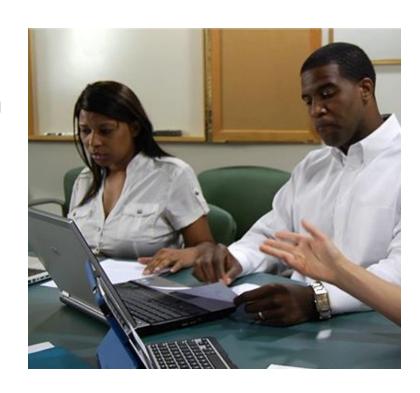- Team members have a common understanding of the problem and their roles

Briefing Checklist

TOPIC	
Who is on core team?	☑
All members understand and agree upon goals?	☑
Roles and responsibilities understood?	☑
Survey Plan?	☑
Preliminary Assignments?	☑
Survey Forms ready as applicable?	☑
Available resources?	☑

Huddle

Problem solving

◦ Hold ad hoc, "touch-base" meetings to regain situation awareness

◦ Discuss critical issues and emerging events

◦ Anticipate outcomes and likely contingencies

◦ Assign resources

◦ Express concerns

Debrief

Process Improvement

- Brief, informal information exchange and feedback sessions

- Occur after an event or shift

- Designed to improve teamwork skills

- Designed to improve outcomes
  - An accurate reconstruction of key events
  - Analysis of why the event occurred
  - What should be done differently next time

Debrief Checklist

TOPIC	
Communication clear?	☑
Roles and responsibilities understood?	☑
Situation awareness maintained?	☑
Workload distribution?	☑
Did we ask for or offer assistance?	☑
Were errors made or avoided?	☑
What went well, what should change, what can improve?	☑

Facilitating Conflict Resolution

- Effective leaders facilitate conflict resolution techniques through invoking:
  - Two-Challenge rule
  - DESC script

- Effective leaders also assist by:
  - Helping team members master conflict resolution techniques
  - Serving as a mediator

Leadership

BARRIERS	TOOLS and STRATEGIES	OUTCOMES
• **Hierarchical Culture** • **Lack of Resources or Information** • **Ineffective Communication** • **Conflict**	**Brief** **Huddle** **Debrief**	■ **Shared Mental Model** ■ **Adaptability** ■ **Team Orientation** ■ **Mutual Trust**

Teamwork Actions

- Empower team members to speak freely and ask questions

- Utilize resources efficiently to maximize team performance

- Balance workload within the team

- Delegate tasks or assignments, as appropriate

- Conduct briefs, huddles, and debriefs

- Utilize conflict resolution techniques (i.e., Two-Challenge rule and DESC script)

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